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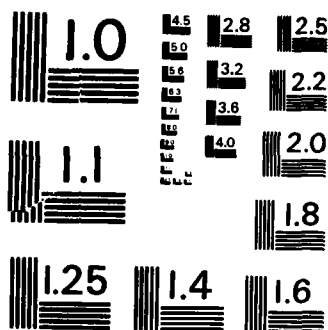
GRENADA CIVIL AFFAIRS LESSONS LEARNED - GRENADA(U) ARMY 1/1  
JOHN F KENNEDY SPECIAL WARFARE CENTER FORT BRAGG NC  
CIVIL AFFAIRS DEPT 24 NOV 83

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# GRENADA

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CIVIL AFFAIRS LESSONS LEARNED - GRENADA

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96th Civil Affairs Battalion  
1st Special Operations Command  
Fort Bragg, NC 28307

Civil Affairs Department  
School of International Studies  
Special Warfare Center  
Fort Bragg, NC 28307

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## SYMBOL OF THE CARIBBEAN PEACEKEEPING FORCE

**Conch Shell** - Symbol of island heritage. Conch shells have long been used for signalling in the islands, particularly by the Maroons (escaped slaves who formed armies and fought the British; especially prevalent in Jamaica and St. Lucia). It also symbolizes island unity. When any island sounds the distress signal all others come to its aid.

**Palm Tree** - Symbol of strength. Symbolic of the land, growth, development, and sturdiness. Though palm trees may be ravaged by hurricanes they still continue to grow, develop, produce.

**Cross Cutlasses** - Symbols of defense. Military symbols which represent the sacrifices that a Peacekeeping Force must make in order to defend others and themselves.

**Blue Field** - Symbol of the Sea. Symbolic of the Caribbean Sea which surrounds each island.

### PROTECT YOURSELF AND YOUR FELLOW SOLDIERS BY KEEPING THE CIVILIAN POPULATION FRIENDLY TO YOU FOLLOW THESE DO'S AND DON'TS

#### DO

1. Do avoid making cultural, racial, and ethnic insults or comments. Be polite and respectful toward local population.
2. Do avoid damage to monuments, archives, health and religious facilities or any other institution which might aggravate the Grenadian or world population.
3. Do drive on the left side of the road, slowly, and show courtesy to other drivers.
4. Do provide humanitarian assistance whenever required.
5. Do avoid confrontation with the local civilian population and minimize damage to their personal property.
6. Do treat civilians as you would want your own family treated in a similar situation.
7. Do not misappropriate civilian property or facilities. Use supply channels for necessary items or services.
8. Do always maintain proper military bearing as you are the direct representatives of your government and will be looked upon as such by all who come in contact with you.

#### DON'T

1. Don't display arrogance toward or intimidate the civilian population.
2. Don't treat Grenadians as inferior. Many of the people you meet will think and feel differently about things than you do.
3. Don't talk to the press. Refer all media personnel to the public affairs office, your commander, or an authorized spokesman.
4. Don't harass local citizens or make flirtatious or degrading comments toward them.
5. Don't make derogatory remarks about the daily activities, customs, politics, or religion of the Grenadian people.
6. Don't make any unauthorized transfer of equipment or goods brought to Grenada.
7. Don't wear bathing suits or similar apparel downtown or into public areas.
8. Don't forget that you are in a host country, and your actions will affect local perceptions about your own country.

**SUBJECT: URGENT FURY After Action/Lessons Learned Report**

**REFERENCE: XVIII Airborne Corps Unclassified Message, 301340 Nov 83, Subject: Operation URGENT FURY After Action Report.**

1. The following information is provided in response to message stated in reference above:

**a. Chronological Summary of Major Activities:**

<u>DATE</u>	<u>ACTIVITY</u>
29 Oct 83	CMOC advance party deployed to Grenada. Established liaison with Civil Affairs and PSYOP units already on the ground.
30 Oct 83	CMO arrived in country. Established liaison with USAID, USIS and local authorities.
31 Oct 83	Began relief distribution of captured Class I as well as USAID supplies from CONUS. Began locating housing for civilians whose homes were destroyed or damaged. Established liaison with Russian embassy. Completed PSYOP assessment with respect to indigenous capability in the following areas: printing press capability, photographic capability, radio assets, and television capability.
01 Nov 83	Resupplied Russian embassy with Class I and III. Delivered USAID generators to local hospitals. Printed and distributed safe conduct passes. Hired indigenous labor for use by Corps HQs. Coordinated with Finance Minister to secure on call print plant support. Coordinated meeting with State Dept and USAID.
02 Nov 83	Located several classes of supply for use by command. Delivered water trailers and blivets to Richmond Hill Hospital. Coordinated repair of waterlines to Pt. Salines and Woodland Pump Stations. Coordinated with Civil Aviation Authority to reopen civilian airport. Delivered Grenadian mail from Barbados to St. George. Printed and began dissemination of posters and leaflets to the PRA to surrender.
03 Nov 83	Moved last displaced family back into quarters. Provided security escort for Mr. Howell. Russian embassy closed and personnel flown to Barbados. Printed and distributed dud warning posters. Began development of civic action teams.

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<u>DATE</u>	<u>ACTIVITY</u>
04 Nov 83	Completed distribution of captured Class I. Conducted loudspeaker missions in support of 3d Brigade. Coordinated billeting, transportation and security in preparation for Sen Tower's visit.
05 Nov 83	Completed assessment of civil damage resulting from rescue mission. Coordinated transfer of Pt. Salines warehouses back to civil control. Completed survey of Radio Free Grenada site established liaison with USIS. Opened claims office in downtown St. George. Briefed Senator Tower on CMOC's efforts to date and plans for the future.
06 Nov 83	Provided input to DAST's area assessment report. Delivered medical supplies to hospital. Processed printing of claims forms for claims office.
07 Nov 83	Generated discussions between finance minister and CG on starting newspaper. Began repatriation of Cubans. Coordinated marriage of two Cuban POW's to Grenadian nationals. Loudspeaker teams supported State Department's efforts to register US Nationals on Carriacou.
08 Nov 83	2d lift of Cubans repatriated. (all POWs gone) Civic actions teams instituted. Conducted loudspeaker missions encouraging Cubans to turn themselves in. Coordinated veterinarian food inspection system of civilian facilities.
09 Nov 83	Cuban Embassy closed. Investigated possible contamination of water source. Coordinated with USIS to publicize actions of civic action teams. Printed placards for State Department and Peace Keeping Forces vehicles.
10 Nov 83	Began development of redeployment plan. Coordinated with Minister of Agriculture and US aviation to start crop spraying. Coordinated with Ministry of Labor to determine wage scale.
11 Nov 83	Reserve component assets (Public Welfare and Public Utility Teams) reported for duty. Secured pilfered warehouse in Grand Ans Area. PSYOP efforts have switched from tactical operations to consolidation phase in support of PSYOP objectives.

<u>DATE</u>	<u>ACTIVITY</u>
12 Nov 83	Civic Action Teams assess Happy Hill, Boca, Sauteurs and Beaulou. Located and delivered mattresses, uniforms and clothing for PRA detainees. Requested senior SF medics to work with civic action teams. Provided LNO's to USAID to monitor road repair program.
13 Nov 83	Completed area resource survey of Grenville Area. Civic action teams attended local church services and assessed attitudes of locals. Completed inventory of Frequent Warehouse. Began initial coordination for program of visitation of assigned personnel. Prepared message on input to radio broadcasting.
14 Nov 83	Escorted reps from Plessey Corp on airfield to assess damage. AN/TRT-22 began operating as Spice Island Radio. Four (4) SF medics reported for duty.
15 Nov 83	Delivered medical supplies to Minister of Health. Began assessing medical capabilities of local health stations. Provided input to USAID briefing which will be presented to White House delegation. Completed survey of educational system and determined their needs. Began work with phone company to begin work on repairing battle damage. Completed coordination to establish small arms range. Completed set up of light print plant. MAJ Decker (RC) began work with government to help reinstitute tourism on the island. Provisionary government of Grenada sworn in today.
16 Nov 83	Contracted for repairs of electrical system at Mental Hospital. Army engineers began work on upgrade of lighting system at General Hospital. Coordinated with Ministry of Education and USAID to develop labor intensive programs (funded by USAID) to upgrade educational system. Developed specifications for poles, transformers and other equipment needed for power generation. Completed survey of Spice Island Radio and confirmed that AN/TRT-22 is providing complete coverage of island to include Carriacou. "Hoodlum" posters printed and dissemination begun. CBS newsteam accompanied civic action team.
17 Nov 83	Completed input and preparation for White House delegation brief. Provided Ministry of Education the means to request teaching assistance from Caribbean community as well as Peace Corps. All telephone exchanges minus two are fully operational as of today.

<u>DATE</u>	<u>ACTIVITY</u>
18 Nov 83	<p>AN/ULT-3 personnel and equipment departed this location for Norfolk, VA.</p> <p>Resupplied Richmond Hill and Mental Hospital with food, water and clothing.</p> <p>Peace Corps indicated today they would be able to provide teaching assistance to Grenada.</p> <p>Completed lighting system improvement program at Mental Hospital.</p> <p>Coordinated meeting between Grenada Telephone Co and Northern Telecon to discuss replacement system for Westerhall Exchange.</p>
19 Nov 83	<p>Escorted printing plates to Barbados to have first Grenadian (post intervention) newspaper printed.</p> <p>Accompanied White House Task Force on review of island's economic potential.</p> <p>First issue of "Grenadian Voice" newspaper went on sale today.</p>
20 Nov 83	<p>Initiated contract between Water Commission and USAID to upgrade water service to Mental Hospital.</p> <p>Provided USAID with a recommendation to repair battle damage at Westerhall Telephone Facilities.</p>
21 Nov 83	<p>Spice Island Radio expanded broadcast hours.</p> <p>HB personnel conducted face to face communication at local church services.</p> <p>Provided Minister of Tourism with recommendations to upgrade the industry.</p> <p>Completed survey to determine most suitable locations for handbill and poster dissemination.</p> <p>LTC Ormsby assumed command of CPF.</p>
22 Nov 83	<p>ABC newsteam accompanied civic action team to Carriacou.</p> <p>Printed Peacekeeping Force Posters.</p> <p>Completed survey of police stations to determine work required prior to occupation of CPF.</p>
23 Nov 83	<p>HB team conducted loudspeaker mission to Carriacou.</p> <p>5,000 "Do's and Don'ts" cards printed.</p> <p>Provided Spanish Linguist to CPF.</p> <p>Procured 36 Grenadian flags for use by local officials.</p>
24 Nov 83	<p>Printed Peacekeeping Force Stationary (10,000 sheets)</p> <p>Signed grant agreement for Ministry of Education for completions of desk project.</p> <p>Completed survey of road repair program to determine rates of pay, manpower, and other needs to accomplish the mission in 21 days.</p>



<u>DATE</u>	<u>ACTIVITY</u>
25 Nov 83	Completed survey of repairs needed at police stations in the following locations: Victoria, Grand Roy, Gouvave, Sauteurs, Grenville and Carriacou. Evacuated 60 civilians vicinity Richmond Hill in order to diffuse 500lb bomb.
26 Nov 83	USAID presented letters of appreciation to members of 118th MPs. HB teams working with MOD advising civilians concerning controlled detonation of explosives and ammunition.
27 Nov 83	Redesigned residual force package. Continued work on resource book.
28 Nov 83	Developed leaflets, posters, radio and loudspeaker scripts promoting awards program for turn in of weapons and Cubans. Accountability tags for turn in program printed. Coordinated movement of generators (2) to General Hospital. Turn-in program instituted today.
29 Nov 83	82d Band's trip to Grenada cancelled by FORSCOM. Completed resource survey of St. John's. Coordinated LFX's for 2/505th Infantry.
30 Nov 83	Completed coordination for use of real estate for aviation package. Moved water towers to prison and one generator to Princess Alice Hospital. Coordinated for excise free import of "A" rations for residual package. Conducted recon of Sauteurs Market Place and coordinated with local health officer to obtain estimates from local contractors to conduct repairs. Developed concept for reduced residual force based on new guidance. Began redeployment of PSYOP/CA assets.
01 Dec 83	Completed printing of: 1000 "Wall" posters 5000 "Wall" Handbills 1000 "Apocalypse" posters 5000 "Apocalypse" handbills Delivered generator to Pt. Salines for shipment to Panama. Began returning Ministry of Construction vehicles that were not used by CPF. Began work on upgrade of police stations. 82d Division elements began turn in of Russian vehicles.
02 Dec 83	Conducted inventory of Princess Royal Hospital; USAID will fund required items. Repair parts for Morne Rouge Telephone Exchange arrived in country. Conducted survey of Eastern Coast Highways to determine state of repair program. Approximately 12,000 "Rewards for Weapons and Cubans" leaflets were disseminated by helicopter.

DATEACTIVITY

03 Dec 83 Light print plant has ceased operations and will begin preparation for redeployment.  
Reviewed with USIS their funding role in Grenada and potential impact on the educational aspects.  
Received completion estimates from the construction ministry concerning athletic fields damaged by air assaults.

04 Dec 83 Conducted coordination concerning hiring of indigenous personnel as security guards.  
Inventoried East German Telephone equipment in Frequent Warehouse.  
Telephone service was established today in Morne Rouge area exchange.

05 Dec 83 Began advertisement program to hire Grenadians for Coast Guard.  
Finished compiling Ministry of Education's claims against the US.

06 Dec 83 Mr. Crookshank replaced Mr. Rushford as legal advisor in interim government.  
Repaired generators at Richmond Hill Prison.  
Ministry of Education submitted claim forms on athletic fields damaged by US Army Equipment.

07 Dec 83 Residual force CMOC began operations.

## CIVIL AFFAIRS LESSONS LEARNED FROM GRENADA

1. Civil affairs planning must start prior to deployment and be continuous.
2. Contingency planning must specify and integrate US Army Force G5 and DOS/USAID roles and missions "on the ground"; coordination required with Office of Foreign Disaster Relief, Center for Disease Control, Sanitary Engineers, Disaster Area Survey Team (DAST) from UCOM, etc.
3. Contingency planning must provide for identification and deployment of USAR Civil Affairs assets to AO since 95% of such assets are in reserve structure.
4. Civil Affairs personnel must arrive early in country with units they support to:
  - Conduct civil dislocations from danger areas and care for those temporarily displaced.
  - Search out public utility workers capable of re-establishing vital public services (water, power, etc.)
  - Identify and coordinate distribution of foodstuffs.
  - Meet special requirements such as ensuring foreign nationals restricted to embassies (Cuban and Soviet in Grenada) receive food and water, assembling US citizens for departure, etc.
5. Commanders must balance need for additional combat troops with requirement for Civil Affairs/MP assets; DPRES, POWs and food shortages become problems quickly and CA/MP assets will not be available unless given appropriate aircraft priority.
6. Civil Affairs personnel working with, and helping, local nationals are excellent sources of information.
7. Civil Affairs force structure needs redesign to provide more responsive command support to forces in the field.
8. Bare bones civil affairs assets to provide direct support in a division deployment include one AA team (plt HQ) for each brigade and a JA Team (DPRE) of three people.
9. LTs have trouble accomplishing CA missions; more CPTs are needed.
10. Civil action projects must be coordinated with DOS and other Army elements: Engineers, medics, MPs (for DPRES and control of private property); also with other military services (Seabees, etc).

11. Procurement and contracting officers are required in-country early or civil affairs personnel should be appointed to perform this function during first days; otherwise obligations made by commander for labor, vehicles, etc will not be paid with concomitant consequences.

12. Commanders must provide specific guidance to troops on requisitioning vehicles, procedures to "secure" buildings after search and prohibition on taking civilian property for which there is no military use before arrival in AO.

13. Procurement of labor must be done centrally and fairly, employing friendly host country governmental officers if possible; otherwise it deteriorates back to "who you know" or, worse, re-employing those that worked for hostile forces with concomitant negative impact on local population.

23 November 1983

Subject: Civil Affairs Lessons Learned in Grenada

Prior to Deployment

1. Determine Civil Affairs role in the overall mission. Coordination with State Department, AID, etc.
2. Formulate Civil Affairs Plan - CA functions, expertise and in what strengths. Must be flexible so it can be adjusted upon arrival in the AO.
3. All military personnel be given refresher on Law of Land Warfare. Heavy Command emphasis must be given to this subject.

Deployment

1. Civil Affairs personnel were not deployed soon enough. Should follow right behind combat elements.
  - a. Help civilians displaced by combat operations immediately - property control, inventory of food stuffs, etc.
  - b. Help maintain good will of Grenadian citizens towards US Forces.
  - c. Make certain civilians do not get in the way of maneuver elements
2. Must have Civil Affairs Class "A" Agents and Procurement Officers. Must coordinate this with State Department & AID.
3. Initial major problem - DPRE's, 1,700 persons Point Salinas Airport. Water, food, etc.
4. Lack of tactical vehicles. Airborne units light on these, which compounds the problem.
5. Public Works and Utilities & Public Welfare doing an outstanding job once they arrived in the AO.
  - a. help reestablish water system
  - b. distribute food, clothing, etc. to DPRE's.
  - c. turn on electric power (St. Georges).

6. All troops to be instructed in proper method to requisition private property for military operations.
  - a. substantiate future claims.
  - b. avoid civilian distrust.
  - c. avoid misuse of private property.
7. Civilian hire - contracting officers must make certain that civilians hired have not previously worked for the Cubans & the PRA.

24 November 1983

## CIVIL AFFAIRS LESSONS LEARNED IN GRENADA

This is a compilation of various reports received by the Department of Civil Affairs from the 96th Civil Affairs Battalion, 82nd Airborne Division G-5, and Department of Civil Affairs personnel who were or are presently deployed in Grenada.

### PRIOR TO DEPLOYMENT

#### 1. 96th CA Bn coordination with CINCLANT J-5

- A. Situation-upon alert the 96th CA Bn sent representatives to CINCLANT to coordinate as to just what role the 96th CA Bn would have in the Grenadian rescue operation and what would be handled by the State Department. No definitive answer was obtained.
- B. Recommendation: This was a "short fuze" situation, but with time permitting, the Command and Control Headquarters should coordinate operations when both US military and US Government agencies are involved in a joint operation thus avoiding confusion as to areas of responsibilities during actual operations.
- C. Source: CPT George W. Hill, Jr, XO, 96th CA Bn.

#### 2. Civil Affairs Planning

- A. There was no contingency plan available for this type of operation in the 96th CA Bn.
- B. Recommendation: First, Civil Affairs planning must start prior to deployment and be on going throughout the operation. Second, identify Civil Affairs functions, expertise, and in what strengths they are required. This plan must be flexible so that it can be tailored to meet specific problem areas that are identified upon arrival in the AO. Third, this planning must include the identification and method of activation of USAR Civil Affairs functional teams and individuals in support of the Active Component as 95% of the Civil Affairs assets are in the Reserve Component.
- C. Source: CPT George W. Hill, Jr. XO, 96th CA Bn.

### 3. Law of Land Warfare

- A. Situation-it became clear upon arrival in Grenada that many of the US Forces were not conversant with the Law of Land Warfare and their responsibilities as soldiers conducting operations in a friendly country.
- B. Recommendation: All military personnel be given frequent refresher classes on the Law of Land Warfare. Heavy Command emphasis must be given to this subject. If time permits, troop packets preparing for deployment should receive a final, say 15 minute, briefing on this subject.
- C. Sources: MAJ N. J. Hamelin, Department of Civil Affairs and MAJ M. A. Wright, International Law Team - Grenada

### DEPLOYMENT

#### 1. General Observations

- A. Civil Affairs personnel must arrive in country with the units they support. Commanders must balance their need for additional combat power with the requirement for CA/MP support. DPRE's, POW's, and food shortages quickly become a problem which the Commander must address thereby detracting from his combat power.
- B. Civil Affairs should have Class "A" Agents and Procurement Officers. For this size operation it is recommended that \$ 10,000 per functional team be authorized prior to deployment. According to MAJ M. A. Wright as of 10 NOV 83 (D plus 16) contracting arrangements were still not in place.
- C. Lack of vehicles. Without mobility Civil Affairs personnel are hard put to perform their mission. Granted this is endemic to airlift operations and airborne units, but the problem must be addressed. A possible solution is the requisition of private vehicles and reimbursement for their use.
- D. Civil Affairs force structure is presently oriented towards Governmental Support rather than Command Support by right of our present TO&E's. This problem is being addressed by USAJFKSWO, Directorate of Combat Developments. New TO&E's are forthcoming to reflect the Civil Affairs role of Command Support.



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